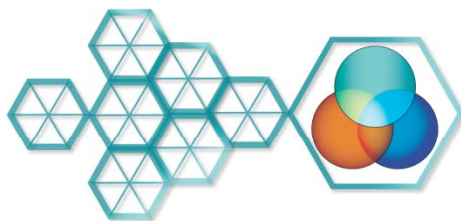


# KM in Practice

## Some Principles



KNOWLEDGE MANAGEMENT  
CONCEPT | STRATEGY | PRACTICE

**Bill Kaplan**  
**Chief Knowledge Officer**  
**Acquisition Solutions**



# Creating a common understanding about Knowledge



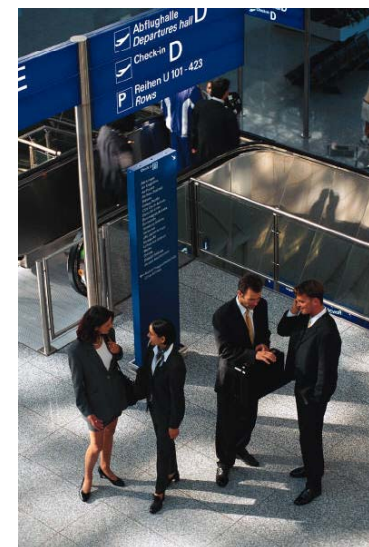
**Data**

**“1345UA0010 32A”**



**Information**

**“United flight 0010  
leaves LaGuardia at 1345  
from gate 32A**



**Knowledge**

**“That flight is always  
delayed and often  
cancelled”**

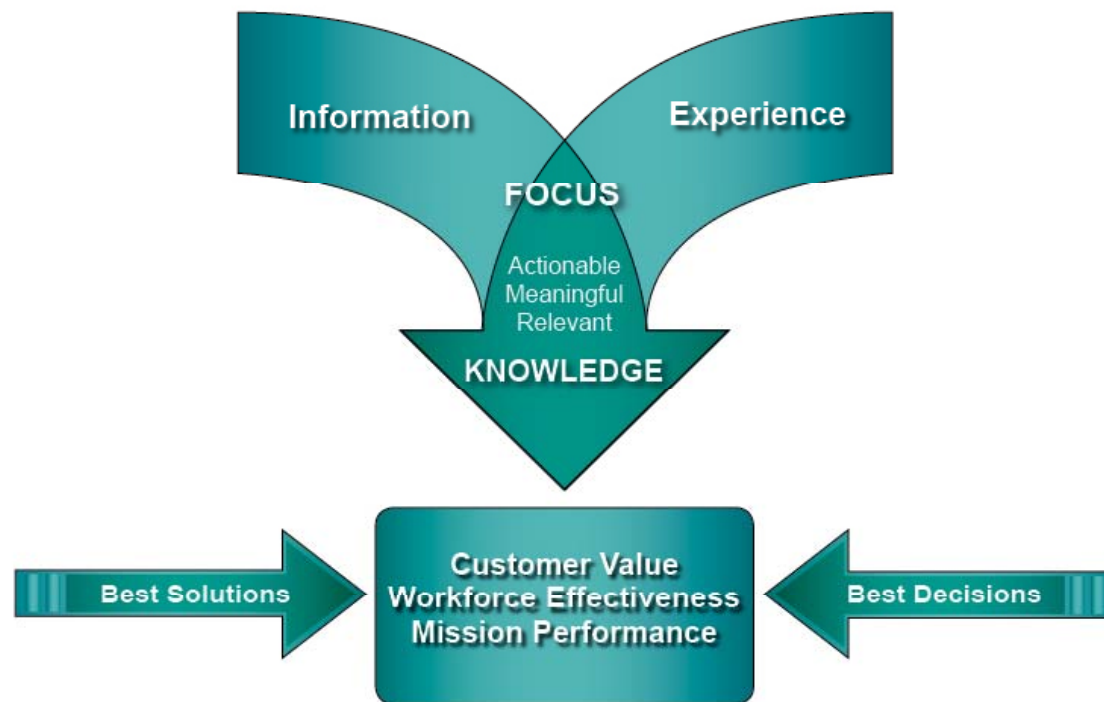
*Relationships and trust are required for knowledge transfer and re-use*



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# One View of Knowledge in an Organization

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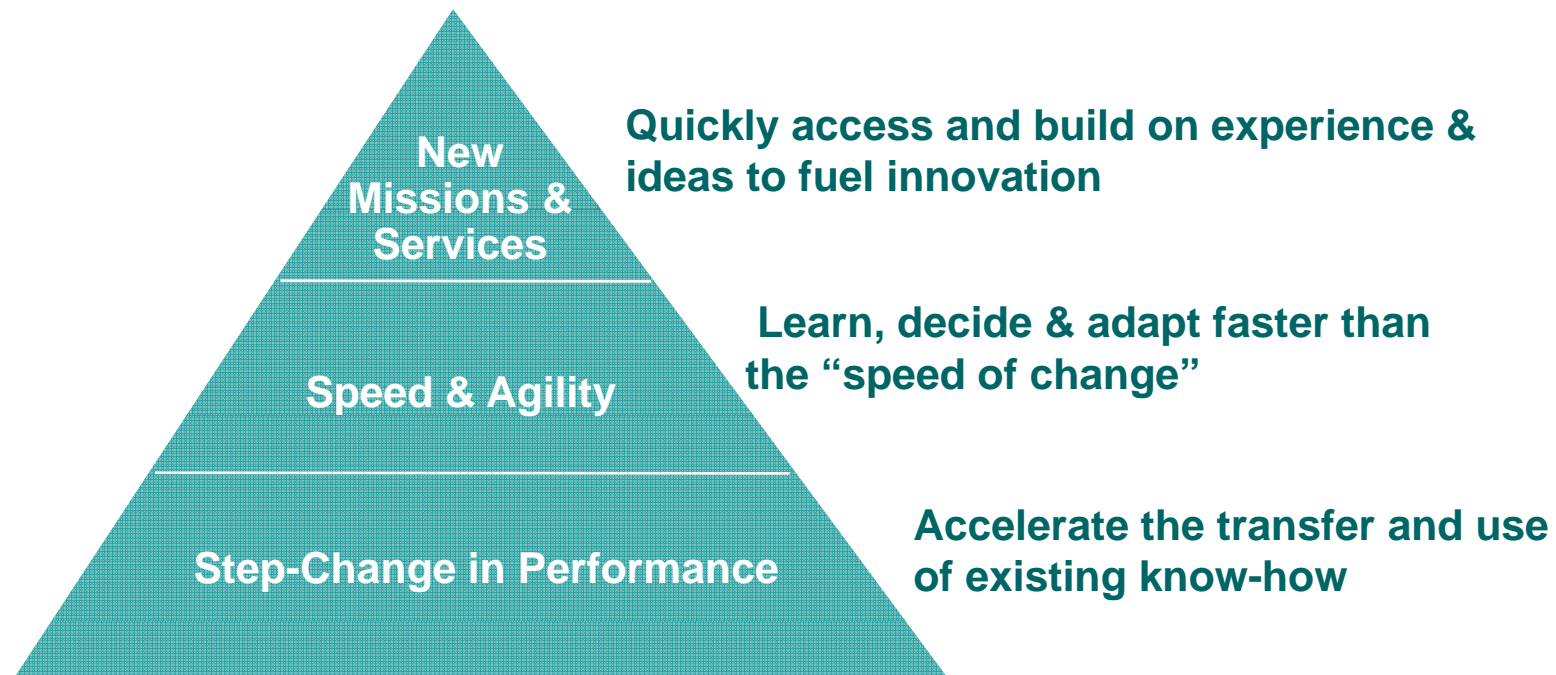
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# Value Of Transferring “Knowledge” And Effective Practices

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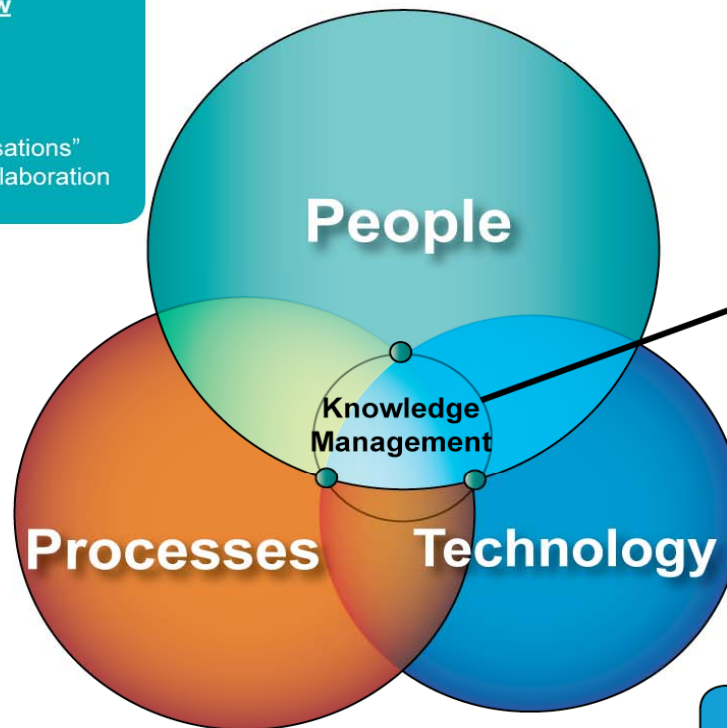


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# Knowledge Enabled, High Performing Organization

People share what they think others may need to know

- High trust
- Partnering mindset
- Communities of Practice
- "It's all about the conversations"
- Leadership demands collaboration



A Leader Supported Integrated Approach

The latest know-how & experience is routinely embedded in strategy & operations

- Fast learning processes
- Performance-based process improvement
- Execution and Training are Aligned

People & their collective knowledge are secure, yet highly visible and easily accessible

- Common sense security
- Accessible networks
- Easy to find people who know
- Virtual Collaboration

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# Two Basic Principles for KM Success

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- Technology and information management alone cannot be relied upon for success
  - Knowledge sharing is more about people and what they know than technology
  - Technology and tools cannot in and of themselves provide effective “context of use” and add this value
- Knowledge capture and knowledge reuse must work within:
  - the context of workflow—“part of the way people do business”
  - the context of organizational culture.



# Questions or Comments?



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